

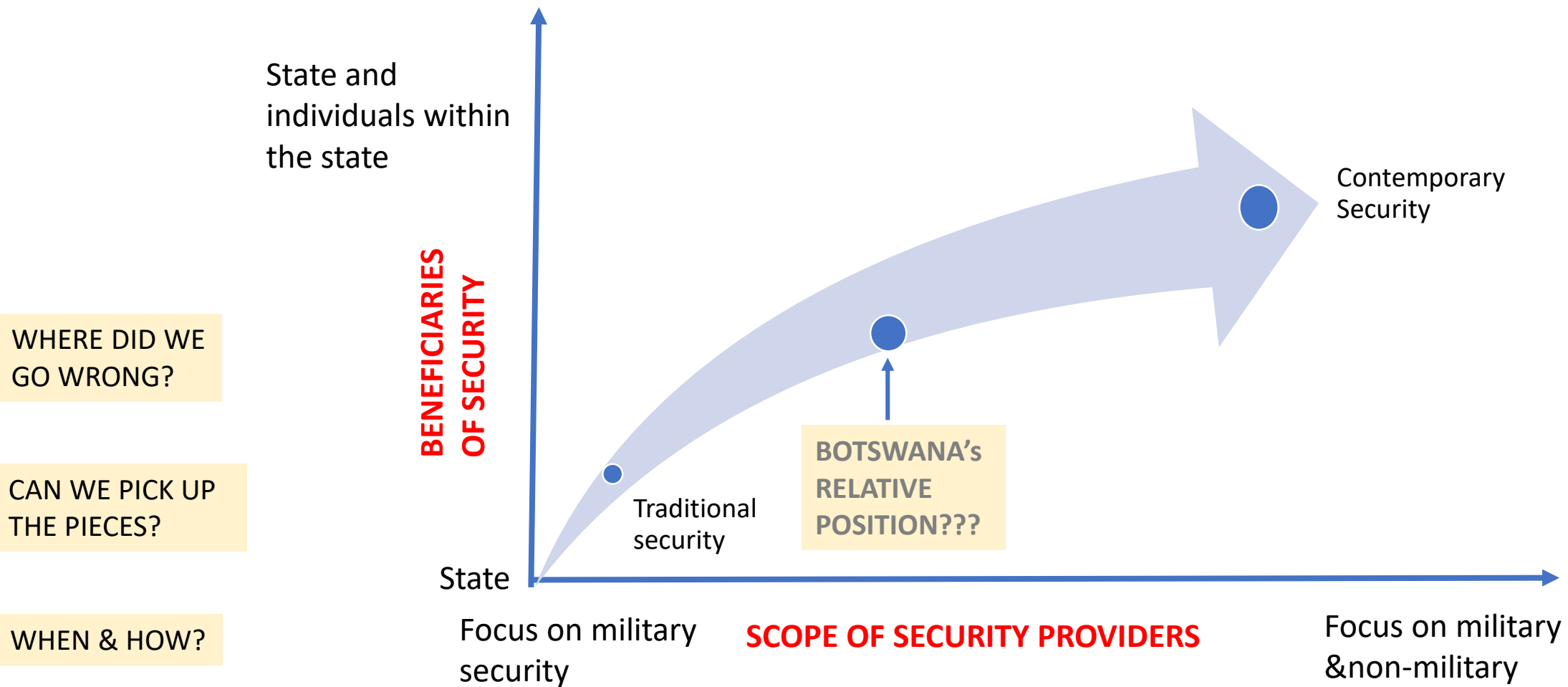
## KEY ELEMENTS OF NATIONAL SECURITY STRATEGY PROCESS II

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# CONTEMPORARY CONCEPT OF SECURITY - RECAP



WHERE DID WE GO WRONG?

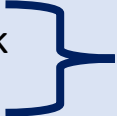
CAN WE PICK UP THE PIECES?

WHEN & HOW?

CONSEQUENCES OF COMFORT ZONES?

*Adapted from ISSAT (DCAF) NSSR Training Manual (Austria 2013)*

## 1. The Need for developing NSS and Entry Points

- ❑ Constitution
    - Basic Human Rights & The Rule of Law
    - National Principles - Democracy, Development, Self Reliance, Unity and Botho (Humanity)
  - ❑ NDPs
  - ❑ relative peace and prosperity:– accolades – “shining example; miracle of Africa”
  - ❑ Need for change dictated by
    - dynamics of the country’s economic outlook
    - social landscape and values
  - ❑ NSSR not to reinvent the wheel:
    - Guidelines – cast the net wide
-  **VISION 2016**

- ❑ 2002/2003 Commander BDF: vision to develop a small professional, effective and accountable Defence Force against the backdrop of the ever scarce national resources.
  - BDF Genesis: Merafhe – Khama – Fisher:-
    - crisis management; growth amidst uncertainty;
    - priority on impulsive acquisitions; continued growth & clutter
    - re-engineering, identify defence posture
- ❑ Direction from political masters required – definition & protection of foreign policy; domestic engagements; budget
- ❑ Transformational change required

## 2. Geo-Political Security Strategy Relations

UN – MDGs  
Social security eg:  
poverty reduction

OAU – security  
calabash;  
AU – PFSSR

SADC – Organ on  
Politics, Defence  
and Security - SIPO

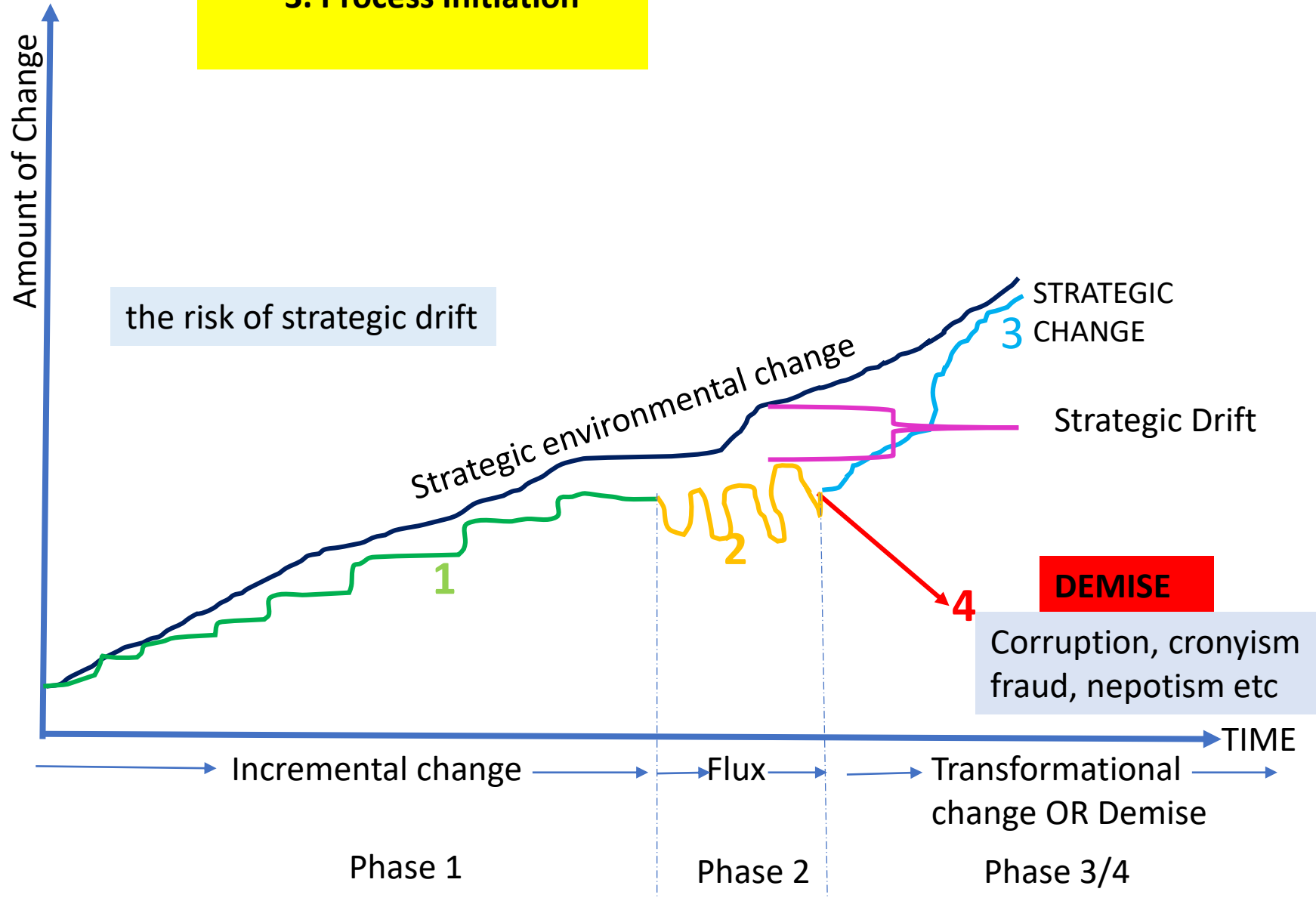
BOTSWANA – VISION 2016  
Seven pillars



- A ripple effect from the centre as well as strong inward pressure from external forces
- Need to strike a balance

- Defence Review request
- Defence Council @ OP (Office of Political Affairs)
- 2003 Approval, PS to draft CAB MEMO
- Environmental dynamics at the time (2003 – 2007)
  - No Human resource capital @ OP Political Affairs
  - Execs calendar - Preps for 2004 general elections
  - Commander BDF retires
  - Post elections – new appointments
  - 2008 Change of Presidency with its mixed expectations
  - Global Economic meltdown

### 3. Process Initiation



★ Strategic flux ★

(Chart Adapted from Centre for Security Sector Management – Cranfield University, UK. 2008)

#### 4. NSSD Drivers

- ❑ Presidential Directive June 2008
- ❑ Resident at MDJS by default
  - Surrogate custodian
  - Perpetuates the myth of state referent security

#### 5. Role of Political Leadership and National Ownership

- ❑ Very little if any; abundance of caution
- ❑ Lobby
  - Minister for MDJS
    - Driver and ambassador
    - Lobbying for political will and buy-in from cabinet colleagues
    - Lone voice of reason in the wilderness

#### 6. National ownership

- ❑ via government consultative forums
  - Parliamentary motions
  - Cabinet Caucus – Parliament – Constituencies
  - Kgotla & Seminars
  - Parliament Question Time
- ❑ **national ownership not achieved**

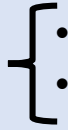
## STRATEGY - POLICY RELATIONS

### 7. Institutional Assessment of the Security Sector & Gap Analysis

#### 7 NSSR Process Stages

- Environment Assessment – national interests; objectives
- Threat Assessment – levels and prioritisation
- Institutional Framework – SWOT; silo formations; existing (in)adequacy and roles; duplication of effort
- Gap Analysis – coordination mechanisms; accountability
- Institutional Policy Framework – revisit existing policies and amend accordingly
- Implementation – resources; budget considerations
- Monitoring & Evaluation

NOT  
DONE



**Institutional Framework Recommendations ready for Cabinet and the President at end of Stage 5.**

### 8. Consultation with the stakeholders

- Contributions called in from gov stakeholders.
- drafting @ Secretariat for WG; SG to approve.
- Administrative delays experienced
- No citizens and civil society involvement
- SSDAT advisory role only on Process

**Overarching National Security Strategy to drive specific agency policies**



## 9. Document Approval

- Executive approval
- Parliament approval in most cases only a rubberstamp
- Ordinarily would expect parliament to recommend approval to the Executive

## 10. Lessons Learnt

- Numerous challenges
  - Insufficient preparations
  - Little comprehension of both the concept and NSSD process across the stakeholder spectrum
  - Exclusive government domain
  - Organisational cultures sustaining silo formations
  - Malfeasant disposition & protection of personal turfs
  - Weak oversight mechanisms
  - Excessive power conferred on specific stakeholder entities by pre-existing pieces of legislation



## 11. Way Forward – A Different Approach

- ❑ Prepare a conducive environment (in-house training) on Civil-Military Relations and Evolution of Contemporary Concept of NSS for both high ranking civil service officials and Legislators.
- ❑ Identify an “ambassador” with close ties to the Executive
- ❑ Cultivate a strong political will on the part of the Executive by
  - a thorough briefing exercise pointing out both the political and economic development gains.
  - Indicate the potential risks & benefits of institutional re-engineering and how it could impact on new legislation or even the Constitution.
- ❑ Take away the process from government ownership by promoting citizen and civil society participation.
- ❑ Commit a dedicated workforce to the process to avoid disruptions

THANK YOU